

The Community is Our Bottom Line 2008 ANNUAL REPORT



# A Letter FROM THE PRESIDENT AND 2009 CHAIRMAN OF THE BOARD

#### Dear Friends and Supporters:

Our mission of delivering compassionate, innovative and cost-effective care management, home healthcare and end-of-life care is as vital now as it was when Visiting Nurse was founded 60 years ago. The way we deliver it, however, continues to change as metro Atlanta grows and technology evolves.

*New Technology...* The community's support for our *Patient Connections* campaign continues to amaze us and we are grateful to our many donors for their contributions. We have currently received more than \$2.9 million toward our \$3 million goal. As we approach our goal, we are looking to individual supporters to finalize the campaign by the end of 2009. Early and significant commitments from our friends in the community have allowed us to make progress:

- We implemented a new electronic medical record system, a significant improvement for our organization.
   Clinicians are now spending more time with patients and less time documenting, using laptops. Less than one percent of our field staff now uses paper documentation.
- We improved employee satisfaction. Our clinicians tell us this new system is easier to learn and use every day.
   We trained more than 400 employees without a drop in service. We have an outstanding and committed team!

Another successful initiative in 2008 was the launch of the Visiting Nurse | Hospice Atlanta University. This web-based platform enhances the education and training of our clinicians, conveniently linking them to available resources and delivering "just-in-time" training for our mobile workforce. The University also helped us reduce a significant operating expense – travel. As gas prices reached an all-time high in the summer of 2008, our clinicians were online, resulting in less travel to classes in our corporate office.

Services... The number of our home healthcare patients served rose by twenty percent in 2008 for two reasons. First, our dynamic development team further strengthened relationships with our key partners by delivering creative and cost-effective solutions to their patient discharge process. Second, our partnership with DeKalb Medical Center, launched in late 2007, significantly increased the number of patients cared for in their homes. In addition, our hospice daily census grew by five percent and our Care Management services were up eight percent.

Patient improvement is measured by the Centers for Medicare & Medicaid Services for all Home Healthcare providers. HealthInsight, a nonprofit Quality Improvement Organization, ranks all Home Healthcare providers using these measures of quality. We are now ranked in the top 10% of all providers in the U.S. and NUMBER ONE among major home healthcare providers in Atlanta.

Partnerships... We believe in the strength of community partnerships and in 2008 developed productive ties to several like-minded organizations.

- In the spring, we launched our Care Transitions program which offers health care coaching and care coordination to residents of senior living communities.
- We partnered with two hospital systems to improve posthospital care of congestive heart failure patients.
- We established a partnership with a hospital system that allows for patients that are too fragile to transport to receive the benefits of hospice care while remaining in the hospital.
- We entered into a partnership with Weinstein Hospice, a nonprofit organization serving metro Atlanta.
   Weinstein patients who need acute care can now enjoy the peaceful surroundings and quality care of the Andrew and Eula Carlos Hospice Atlanta Center, our beautiful, 36-bed facility in Buckhead. Their medical

needs are managed by the Hospice Atlanta team, while their psychosocial and spiritual care is handled by Weinstein Hospice's social workers, chaplains, rabbis and volunteers.

Our Role in 2009 and Beyond ...

Atlanta's growing and aging population places ever-increasing demands on our services. We're happy to report that Visiting Nurse | Hospice Atlanta raised a total of \$3.5 million in 2008 in support of our patient care programs to help meet this demand.

We currently have a positive operating income and our financial results are solid, but 2009 is presenting us with new challenges. No American is untouched by the economic downturn. Every day we see more patients unable to pay for services. They rely on us as a nonprofit provider of home healthcare. Our partner, United Way of Metro Atlanta, is one of many organizations looking to Visiting Nurse | Hospice Atlanta to serve the health needs of this community.

Although the current economy requires alertness and constant monitoring, our focus will be on the following in the coming months:

- Leveraging our significant investment in our new electronic medical record system to improve patient management and satisfaction and enable our skilled clinicians to optimize their delivery capabilities.
- Expanding our senior living initiative to provide dedicated clinicians, volunteer support teams, private-pay geriatric care management and outpatient rehab services to select senior living centers.
- Launching a palliative care program to serve the needs of Atlantans on their final journey who are not yet ready for, or in need of, hospice care.

New Vice President of advancement ...

I am pleased to announce that Lisa Robinson has joined us as our new Vice President of Advancement. Lisa spent the past eight years at Marist School and before that worked 11 years creating the cotton brand for Cotton Incorporated, a nonprofit marketing and research company. She is a strong and dynamic addition to our management team.

Stan Jones – A Note of Appreciation...
We owe immense gratitude to board member Stan Jones who stepped down this year from his five-year term as chair.

Thanks to his work in government relations on behalf of Visiting Nurse | Hospice Atlanta, Stan leaves us with a legacy of sound financial practices, governance and compliance. His countless hours of service and critical decision making have prepared us for success far into the future.

As always, we are extremely grateful to our staff, our dedicated volunteer board, our volunteers and our many loyal contributors and supporters. As the largest nonprofit home healthcare and hospice provider in Georgia, Visiting Nurse | Hospice Atlanta has a vital role to play in the region's future. Together, we can care for the patients and families who are our friends, neighbors and colleagues.

Mary n. Long

Mary N. Long Chairman



Mark Oshnock

Chief Executive Officer





# Home Health / Telemonitoring ...

essie, after several hospital stays, was able to return home to continue to live on her own thanks to the telemonitoring system offered by Visiting Nurse | Hospice Atlanta. She has a renewed sense of confidence, knowing she can track her own weight and blood pressure. The system enables her family to follow her progress as well.

The neighborhood knows her as Miss Bessie and loves her for her home-made apple pie and Thanksgiving dinners. Miss Bessie finds cooking more difficult these days, however. Now in her 70s, she suffers from congestive heart failure and other cardiac conditions and in December was hospitalized for the second time. Friends and family worried about her when she returned home because she lives alone, but a telemonitoring system offered by Visiting Nurse | Hospice Atlanta's home health program helps track her health.

Telemonitoring is offered to many patients in our home health program. It allows patients with chronic obstructive pulmonary disease, congestive heart failure, diabetes, or hypertension to keep track of their signs and symptoms from home on a daily basis. The clinician sets up blood-glucose machines, blood-pressure cuffs, pulse oximeters and scales, and helps the patient learn how to use them. The device transmits data through the patient's phone line to a computer at Visiting Nurse's home office where a specially-trained nurse assesses the information. Physicians can monitor their patients daily and make changes in care if necessary.

Patients like Miss Bessie find the system easy to use. It gives her renewed confidence, knowing she can track her



own weight and blood pressure, and it allows her five children, 13 grandchildren, and 22 great grandchildren to follow her progress.

Miss Bessie understands nutrition well – she was a dietician for the Atlanta Board of Education for 31 years – but she appreciates the extra help and advice she gets from her home health nurse. "I would give a million dollars for my nurses," she says. "I love them all." She hopes her heart problems will stabilize enough that she can travel again too. Her face lights up when she remembers trips to Russia, France, Belgium, and Germany. "I've been all over Florida too," she says, "and can't wait to go back."



# Hospice...

ngelo Pitillo and his family were provided with "the kind of peaceful nurturing and gentle reassurance that people need when going through the mysterious and sometimes frightening experience of terminal illness."

When restaurant owner Angelo Pitillo learned he had pancreatic cancer his family reacted with shock and disbelief. How could this happen to such a vital and active man? They did what any close family does in times of crisis – they gathered around him, found the best treatment possible, and gave each other loving support.

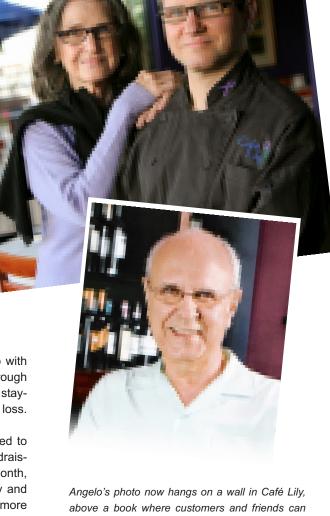
After a few months, however, it became clear that the treatments weren't working. Angelo's loyal customers at Café Lily in Decatur saw him less and less; he was getting weaker. His doctors recommended he transition to the hospice program run by Visiting Nurse | Hospice Atlanta. He was admitted to the Hospice Atlanta Center in Buckhead and died peacefully eight weeks later, surrounded by his family.

For families who have experienced the death of a loved one, this is a heart-breaking yet familiar story. It's also the story of Hospice Atlanta's team of dedicated doctors, nurses, medical social workers, nurses aides, chaplains and volunteers whose compassion and expertise made the end of life a little easier for Angelo and his family.

"We knew nothing about hospice before this experience and had no idea what it was," says Angelo's son Anthony. "We were pleasantly surprised to realize what it was all about. Hospice Atlanta provided my father and our family with the kind of peaceful nurturing and gentle reassurance that people need when going through the mysterious and sometimes frightening experience of terminal illness. My father grew to love several members of the staff there. They are truly angels on earth."

After Angelo died, the bereavement team followed up with his wife Elizabeth for a year, visiting her, helping her through the different stages of grief and making sure she was staying physically and emotionally healthy in spite of her loss.

The story doesn't stop there however. Anthony wanted to give back to Hospice Atlanta and came up with a fundraising idea called Lily's Angel Project. One evening a month, for eight months, he held a special event at Café Lily and donated the proceeds to Hospice Atlanta. He raised more than \$15,000 in 2008 and, in spite of the economic downturn, is continuing to organize fundraising events in 2009.



Angelo's photo now hangs on a wall in Café Lily, above a book where customers and friends can write notes of remembrance. It's testament to a man who loved his community and was loved in return, and to a close and connected family that is slowly learning to live life without him.



### Care Coordination ...

athryn is a participant in our innovative new program for seniors. With the help of her Visiting Nurse | Hospice Atlanta Care Coordination Coach, she has found new ways of staying independent, such as teaching water colors to her apartment building community.

"Some people think I'm heroic, others think I'm stoic," says Kathryn, 79, a participant with the "Managing Your Health Successfully" program. Launched in 2008, this Visiting Nurse | Hospice Atlanta program is offered to residents of senior living communities.

Kathryn lives in a sunny apartment surrounded by her books and computer, with her own oil paintings hanging on the walls. A diabetic for more than 40 years, Kathryn suffers from diabetic neuropathy and lower extremity lymph edema which causes her to be prone to falling. She gave up driving three years ago, but with the help of her Visiting Nurse | Hospice Atlanta Care Coordination Coach she has found new ways of staying independent.

She stays active by working one day a week at the front desk of her apartment building, teaching water colors in the activities room and assisting in the library. A graduate of Moore College of Art in Philadelphia, Kathryn also has a Masters in Special Education. Now she is the person being educated. Her Visiting Nurse Coach helps her keep a personal health record, connect to the best and most affordable health-related services, and referred her to a Visiting Nurse | Hospice Atlanta physical therapist so she could learn how to use a power chair and walker.

Care Coordination Coaches work directly with the staff in each senior living community to help residents who have had recent health changes. Coaches assess participants like Kathryn for their ability to perform daily living activities such as bathing, cooking, housework and getting to and from the grocery store. They also assess risk factors for health decline, falls, cognitive impairment, and frequent ER visits or hospital admissions.

Participants are often in need of other services not provided through the Care Coordination Program. In these cases, Coaches can make the connection between community care providers and the individual, arranging home health care, home delivered meals, hospice or light housekeeping that allow the participant to remain independent. Lastly, when residents do experience hospitalization, the Coach is available to help the participant transition safely back to their apartment.

The program has been successful and is being launched in several more communities in 2009. Kathryn is one of their biggest fans. "Visiting Nurse has the best nurses and therapists I have ever encountered," she says. She appreciates their kindness and expertise, but most of all she loves how their care enables her to stay independent, in her own art-filled home.



## Care Management...

hanks to the partnerships Visiting Nurse | Hospice Atlanta forms with other community based support services, James and Sarah can remain at home, enjoying their shady back porch and the cherry trees on the front lawn that burst into bloom each spring.

Married for 52 years, James and Sarah rely on each other the way long-married couples often do. But in June 2003 their mutual caring became more challenging. James was diagnosed with lung cancer. He made it through the chemo treatments, but his high blood pressure and emphysema, and the insertion of a tracheotomy to assist his breathing, limited his ability to help Sarah through her own health challenges. She's a diabetic with complex medical issues including congestive heart failure, high blood pressure and, most recently, end stage renal disease which requires dialysis treatments three times a week.

Because of their failing health, James, 78, and Sarah, 72, moved into their daughter Linda's home in Stone Mountain several years ago. Linda was the breadwinner in the family and also her parents' primary caregiver. In time, however, she became overwhelmed by the stress of caring for their increasingly complex medical needs. The family needed help. Visiting Nurse | Hospice Atlanta was the perfect solution. Now every morning, a personal support aide helps Sarah bathe, dress and eat breakfast, and in the evening serves her dinner and helps her into bed. On days when Sarah has dialysis treatments, the aide helps her prepare for the visit and assists her into bed when she returns home.

More able-bodied than his wife, James receives support from a partnership between Visiting Nurse | Hospice

Atlanta and DeKalb County Home and Community Based Services. This program arranged for meals to be delivered; other support services, including visits by a registered nurse, are provided as needed. Now Linda is able to focus on her job during the day, knowing her parents are well cared for at home.

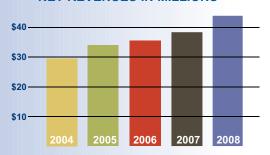
With these community supports in place, James and Sarah can enjoy the shady back porch and the cherry trees on the front lawn that burst into bloom each spring. Sarah likes to sit in the garage in her wheelchair, with the door open, surveying the neighborhood and petting their two dogs. James likes to watch TV and tell stories about his time as a medic in the armed forces. Both of them enjoy being at home, and as independent as their failing health allows. "We are just so thankful for all the help we get," says James, smiling.

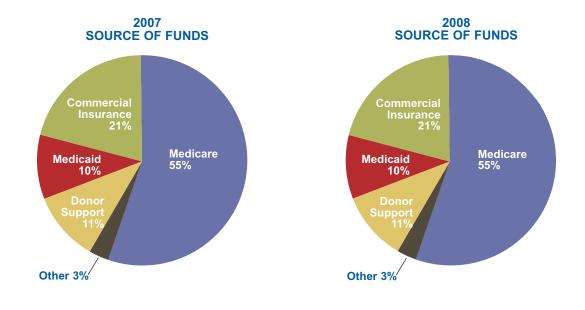


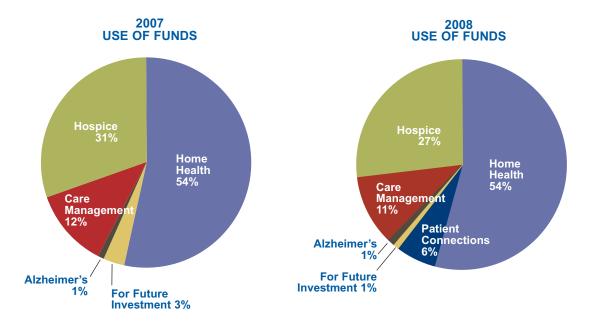
### Financials

The cost of comprehensive and specialized care as provided by Visiting Nurse | Hospice Atlanta often exceeds reimbursements received from payer sources such as Medicare, Medicaid, and commercial insurers. The total cost of providing uncompensated services under the **VISITING NURSE | HOSPICE ATLANTA** charity care program totaled \$1.9 million and \$1.6 million in 2008 and 2007 respectively. In addition, Care Management Services, a cost reimbursed program, provided \$5.1 million and \$4.8 million of services in metro Atlanta in 2008 and 2007 respectively, in collaboration with various government and community organizations. All amounts reflect results for the year ending December 31, 2008.

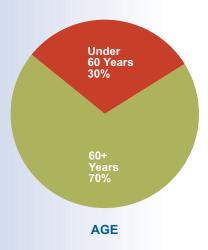
#### **NET REVENUES IN MILLIONS**

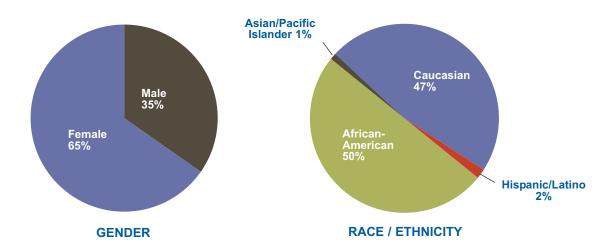




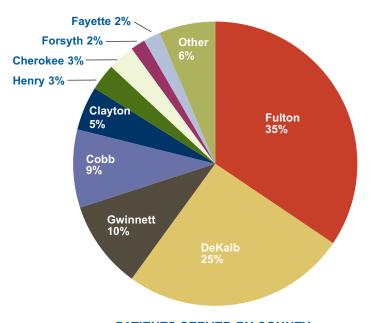


## Patient Demographics





	# OF PATIENTS SERVED	AVERAGE LENGTH OF STAY (DAYS)
Home Health	12,016	45
Hospice	1,375	42
Care Management	5,214	1,410
Total	18,605	



### Special Events

HOSPICE ATLANTA GALA



Helen and Jimmy Carlos, Co-Chairs of the 2008 Hospice Atlanta Gala

#### The 21st Annual HOSPICE ATLANTA

GALA in October 2008 raised more than \$220,000 in support of the medical, emotional, and spiritual care we provide to our hospice patients and their families. This event celebrated "The Golden 20s: An Evening with Gatsby, Glitter and Gangsters" while honoring longtime board members Terry Duis and outgoing chair Stan Jones. We extend our deepest gratitude to the Gala Committee and the following major corporate donors (\$5,000 and above) whose leadership and generosity contributed to the Gala's success.















BUCKHEAD OFFICE ON PIEDMONT ROAD











# Special Events BIG-TO-DO



Over 1,100 parents, grandparents, and excited children gathered at Zoo Atlanta for the BIG-TO-DO in April 2008. This family-centered event raised \$145,000 to support The Children's Program and the comprehensive care VISITING NURSE | HOSPICE ATLANTA provides to its youngest patients and their families. The theme "1, 2, 3 Follow Me" was highlighted with artwork by Anne Hathaway. We would like to thank the following major corporate donors (\$2,500 and above) for their support.























#### NORDSTROM













### In Recognition

For almost 61 years, VISITING NURSE | HOSPICE ATLANTA has fulfilled its mission in the community thanks to you, our loyal contributors. We appreciate all of our generous donors. Our Annual Report recognizes contributors who have given \$1,000 or more during the year. Giving levels are based on cumulative giving between January 1, 2008 and December 31, 2008.

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Mrs. Mary Gellerstedt Community Volunteer

Mr. Tad Hutcheson Vice President, Marketing & Sales, AirTran Airways

Mr. Ben F. Johnson III

Managing Partner, Alston & Bird

Mrs. Elizabeth J. Levine Community Volunteer

Mrs. Gay Love Community Volunteer

Ms. Donata Russell Major H.J. Russell Corporation

Mr. Charles S. Mann, CPA
Partner, Deloitte & Touche LLP

Mr. Sam Massell

President, Buckhead Coalition

Mr. William "Billy" Mitchell Chairman, Carter and Associates and Chairman Emeritus

Mr. Eric P. Norwood President/CEO, DeKalb Regional Healthcare System and DeKalb Medical Center

Mrs. Dell Rearden Community Volunteer

Dr. Thomas E. Seay Medical Oncologist, Atlanta Cancer Care

Mr. Norman L. Underwood, Esq. *Partner, Troutman Sanders, LLP* 

Mr. Frank Upchurch President and Chief Executive Officer, Georgia Baptist Healthcare Ministry Foundation

Dr. David T. Watson
Internal Medicine Physician

Mrs. Gail Watson
Community Volunteer



### Management Team

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Patti Askew
Human Resources and Education

Christy Brice Information Technology

Dorothy Davis-Hutto
Care Management Services

Sarah Dekutowski, CPA
Finance and Corporate Compliance

Myra Downs, RN
Hospice Operations

Weyman Perry Sales & Marketing

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